



FORCE MANAGEMENT  
POLICY

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE  
4000 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-4000



July 1997

## PREFACE

I am pleased to forward the Department of Defense (DoD) handbook for implementing the Administration's Welfare-to-Work Program.

Honoring his pledge to "end welfare as we know it," President Clinton last year signed the historic welfare reform bill. To help former welfare recipients find the necessary employment, he has urged private employers and Federal agencies to make special efforts to help welfare recipients enter the work world successfully. The Department of Defense is taking an active role in this program.

This handbook is designed to assist managers, supervisors, and personnel offices in implementing the Welfare-to-Work Program. It contains an introductory section presenting policy and procedural guidance, supplemented by 21 appendices providing detailed information. The handbook reflects contributions from all major DoD Components, from civil service and nonappropriated fund offices, and from the Office of Personnel Management, the Department of Labor, the National Performance Review, and the Internal Revenue Service.

DoD has long been committed to providing opportunities for growth and development, even during times of restructuring. We trust that this handbook will help us build on that commitment by finding ways to ease the transition from welfare to work.

*Diane M. Disney*  
Diane M. Disney  
Deputy Assistant Secretary  
Civilian Personnel Policy

